

STRATEGIC DIRECTIONS FOR THE CITY OF REDMOND

2003-2004 Accomplishments and 2005-2006 Workplan Priorities

COMMUNITY-ORIENTED GOVERNMENT

2003-04 Accomplishments: Maintaining a quality community means keeping open communication among residents, businesses, and their government. The City has done an effective job providing citizens with information. However, fulfilling the strategic direction of “community-oriented government” means much more than keeping in touch with the people we serve and assuring easy access to services and information. The City continues to receive national recognition for its public information and outreach efforts, including several recent national awards for its Point Of View programming, public service announcements, commute trip reduction marketing and its Design Day event.

Public meetings represent an important part of the City’s community-oriented government efforts. Notable among these have been the community workshops on the Downtown Transportation Master Plan and the neighborhood meetings in the Grasslawn, Education Hill and North Redmond neighborhoods on future planning in those areas. The City’s FOCUS magazine continues to improve by combining several previous publications into one that comprehensively shares timely and valuable information with citizens four times a year. To help citizens keep informed on issues important to them, significant progress was made in implementing the document imaging system so documents and records could be available online. The City also expanded cable television programming to include boards, commissions, and public events, plus local, regional, and state government coverage, and enhanced its website with RCTV 21 webstreaming of meetings and other online enhancements to improve access to public information. In 2004, we continued to build on the survey efforts of previous years with a survey on residents’ service priorities and concerns.

2005-06 Workplan Initiatives: In 2005-06, the administration recommends continuing the programs that have been successful in tying City services to the expressed needs of the community. We commit in the coming biennium to maintain those activities in order to provide more opportunities for citizens to shape the policies of their City, including:

- continue to publish FOCUS, the Redmond community magazine, and to explore additional opportunities for consolidating other City publications to streamline costs,
- continue a neighborhoods program that builds on the successes of prior neighborhood plans to educate residents about City services and further develop the partnership between City government and the neighborhoods, and
- build upon City volunteer successes such as the citizen staffing at the Redmond Town Center police/fire substation and the extensive involvement of dozens of citizens on City Boards and Commissions, to fully employ volunteers’ time and talent in service to the community.

STRONG, SAFE, SELF-SUFFICIENT NEIGHBORHOODS

2003-04 Accomplishments: Establishing stronger partnerships with neighborhoods will better enable the City to identify and prioritize needs, create effective and cost-sensitive solutions, and direct public resources wisely. These efforts are particularly important given the record housing starts in Redmond in recent years. Accomplishments in this area include: the opening of a police substation in the Overlake Transit Center, the expansion of public safety business partnerships on incident response plans and emergency preparedness, the collaboration of school resource officers and youth-serving community-based organizations, continued neighborhood Blockwatch programs, the distribution of bike and skater

safety helmets to Redmond youth, and the continuation of aggressive neighborhood traffic calming efforts and pedestrian safety campaigns. Additionally, it is important to note that the Redmond Police Department earned its sixth national accreditation, a testimony to its high standards as recognized by the Commission on Accreditation for Law Enforcement Agencies (CALEA).

2005-06 Workplan Initiatives: The intention over the coming two years will be to continue to build strong relationships with neighborhood groups that capitalize on the energy, imagination, and unique capabilities of Redmond's neighborhoods.

Toward this end, the budget proposes to:

- implement a successful social enterprise venture to involve the community in raising funds to support youth programs,
- increase directed law enforcement for pedestrian safety and red light violations,
- strengthen community partnerships, including the construction of neighborhood-selected capital improvements and the implementation of additional trip reduction programs in cooperation with local businesses,
- build upon current community and business outreach efforts such as traffic services, organizing business watch zones, private security/police partnerships, and utilizing a variety of community/enforcement strategies to reduce youth crimes, and
- continue work on pre-incident plans for all schools, pipelines, hazardous material sites, and other high threat potential occupancies.

PRESERVING CITY TREASURES

2003-04 Accomplishments: Discussions surrounding Redmond's Comprehensive Plan have highlighted the importance of managing growth so that the community's natural environment and its special character are well protected. The "treasures" cited include agricultural lands and open spaces, the very few remaining historic buildings downtown, and the wealth of natural resources we still enjoy. Highlights of our efforts to preserve City treasures over the last biennium include the completion of Watershed Preserve projects, the development of public park land and open space such as Perrigo Community Park and SE Redmond Park, the preservation of Winmar Woods, significant reinvestment in community assets such as Grasslawn and Hartman parks, renovation of the Old Redmond Schoolhouse Community Center (noted as one of the world's great public spaces) and our ongoing natural resource protection and habitat enhancement projects along Peter's Creek, Bear Creek, and the Sammamish River. For some of these efforts, the City has been recognized with the Puget Sound Regional Council's Vision 2020 Award for Riverwalk, one of Redmond's signature natural treasures.

2005-06 Workplan Initiatives: Specific attention is directed in this budget to preserve our natural and built City treasures in the following departmental workplan priorities:

- construct the Evans Trail and Greenway segment in proximity to Perrigo Park,
- design and build a segment of Bear Creek Trail within Bear Creek Park in downtown Redmond,
- continue restoration/renovation efforts at the Old Redmond Schoolhouse Community Center to reduce operating costs and expand programming capabilities, and
- support the Council retreat initiatives to (1) use the Burlington Northern Santa Fe right-of-way to benefit the community and (2) encourage the community's environmental ethics.

STRONG PEOPLE-TO-PEOPLE CONNECTIONS

2003-04 Accomplishments: While strong communities are fostered by events and activities which bring people together, City government cannot compel members of the Redmond community to connect with one another or with their government. However, the City *can* provide better opportunities for this communication.

Some of our past efforts within this strategic direction include the initiation of the hotel-motel tax and tourism promotion grant program to provide funding for tourism promotion and community events, expanded programming at the Old Firehouse Teen Center and the Senior Center, community tree planting events, diverse programming at Old Redmond Schoolhouse Community Center, the added Computer Corner at the Senior Center, the Mayor's RedSTART (Strategies to Advance Redmond's Teens) school-to-work partnership and City co-sponsored special events such as Arts in the Park, Derby Days, and the Redmond Lights holiday celebrations.

2005-06 Workplan Initiatives: During the coming biennium, we plan several activities to provide residential and business members of the Redmond community with greater opportunity to meet each other, share experiences, and help each other as needs arise.

The specific initiatives include:

- expand partnership programs in the areas of facility use (Old Firehouse Teen Center, Senior Center, Old Redmond Schoolhouse Community Center) that will enhance program services and opportunities within the community,
- continue collaboration with the Greater Redmond Chamber of Commerce on "Celebrate Redmond" activities and events to promote the community with residents and visitors and further economic development,
- offer broader-based recreation services to citizens with physical and developmental disabilities through partnerships with neighboring cities, non-profits and schools,
- continue to partner with the faith community and others through the Community Organizations Active in Disaster (COAD) on the City's emergency preparedness efforts, and
- support Council retreat initiatives to (1) foster vibrant, diverse and connected economic centers, (2) create and connect neighborhoods, (3) strengthen and enhance the sense of "place" and community and (4) create and strengthen civic engagement by encouraging, promoting and celebrating diversity.

HIGH-QUALITY INFRASTRUCTURE

Since its incorporation in 1912, and especially in the years of intensive growth over the past decade, Redmond has worked to meet the needs for roads and pedestrian connections; sidewalks and trails; water, stormwater and sewer systems; parks, playgrounds and open spaces; public buildings; and various public convenience and community safety systems to keep pace with Redmond's growth and progress. The City now maintains an inventory of over 137 miles of roadways, 189 miles of sidewalks, 25 miles of trails, 23 developed parks, the Old Redmond Schoolhouse Community Center, a senior center and a teen center, a maintenance center, a public safety facility and six fire stations and numerous office buildings to perform the work of City government.

2003-04 Accomplishments: Past accomplishments in the area of high-quality infrastructure include the completion of designated BROTS projects within Redmond (including 148th Avenue NE and Redmond Way and 148th Avenue and NE 40th Street), the West Lake Sammamish Parkway rehabilitation, and the West Lake Sammamish Parkway widening and improvements to 140th and 166th Avenues. Additional

accomplishments include improvements to Perrigo Park, Grasslawn Park, the Sammamish River Habitat, the Willows Road Overlay and the Sammamish River Pedestrian and Bike Bridge projects. Preliminary designs were also done for the NE 116th and NE 83rd Streets improvement projects, and completed an environmental impact study (EIS) to select an alignment for the Bear Creek Parkway Extension. Perhaps its most significant efforts of the last two years involved the completion of the draft Transportation Master Plan (TMP) (with final approval scheduled for early 2005) that reflects significant community input on the future of downtown, and the commencement of construction for a new City Hall.

2005-06 Workplan Initiatives: While development pressures have slowed significantly relative to prior years, the focus in the 2005-06 budget will continue to be on next steps to ensure that our infrastructure can support the needs of our growing community in the future. To this end, biennial workplan priorities include:

- continue to execute Council-approved CIP projects,
- complete the comprehensive, multi-modal update of the Transportation Management Plan in coordination with the Comprehensive Plan Update,
- complete the new City Hall building and parking facility by the end of 2005. Demolish the old City Hall and Technology Center in 2006,
- work in partnership with Washington Department of Transportation, businesses and neighboring cities to expedite improvements to the SR 520 corridor, including a functional design for the juncture with SR 202,
- proceed with design for the first phase of the Bear Creek Parkway extension, and with design and construction for the first phase of the NE 116th Street improvements,
- complete preliminary design for Redmond Way and Cleveland Street in conjunction with the Burlington Northern Santa Fe design process,
- continue ongoing maintenance activities to roadways and sidewalks to improve the functioning and extend the life of the City's infrastructure system and other public facilities, and
- support the Council retreat initiative to provide options to effectively move people, goods and services in, around and out of the City.

OPTIMAL SERVICE DELIVERY

2003-04 Accomplishments: In the 2003-04 biennial budget, several service delivery improvements were included, ranging from the expanded use of the Internet to deliver City services to efficiency improvements to enable the City to contain costs as demand continues to grow.

Past accomplishments include the successful implementation of new accounting standards in reporting on the City's assets, greater use of the Intranet to streamline internal City processes, the implementation of online services and other permit center improvements to track permits and reduce unnecessary steps in the process, timely implementation of recommended improvements to the development review process, and the continued consolidation of the Kirkland, Redmond, and Woodinville fire training divisions for the purpose of integrating operational training. Together with other King County fire agencies, the City of Redmond also served as the lead jurisdiction in transitioning Advanced Life Support (ALS) services previously provided by Evergreen Hospital to a fire-based system. For the eighteenth consecutive year, the City's Finance Department was awarded the Government Finance Officers Association's recognition for excellence in financial reporting.

2005-06 Workplan Initiatives: Workplan priorities to further optimize service delivery in the 2005-06 biennial budget include:

- successful rollout of the new Enterprise One system (finance, payroll, and human resources systems), including development of new business processes and adequate system training of staff,
- continue the City’s longstanding track record for developing operational partnerships with other governments and neighboring cities to efficiently deliver services and provide facilities, as discussed in the Council’s 2004 retreat,
- implement GASB 44 - Economic Condition Reporting, which will provide additional ten-year historical information to users of the City’s annual financial report in the areas of financial trends, revenue capacity, debt capacity, demographic, economic and operating information,
- develop a transportation “report card” that provides benchmarks and status of key transportation performance measures,
- guide a seamless transition to the new City Hall, realizing the operational efficiencies of consolidating currently leased municipal spaces into a publicly owned building for more cost-effective service delivery for the community, and
- work together with the Council to frame a long-term financial plan for the City to ensure sustainable funding for maintaining the municipal services necessary for a quality community, in keeping with the Council retreat objective to assess a fair, equitable and stable source of revenue.

STRATEGIC DIRECTIONS FOR THE CITY OF REDMOND

To develop the Strategic Directions described in the previous pages, Redmond initiated a “strategic action” process that orients the efforts of City government toward stated purposes and goals. These evolved from a series of planning efforts, which are described more fully below.

Workplace Values

We began the strategic action process in 1995, with articulation of workplace *VALUES*. The City workforce, over a several-month period, explored the qualities and commitments necessary for City employees to provide excellent service to the community.

We, the City of Redmond employees, value:

- ☐ ***Service to the community***
We commit to understanding and responding to the needs of those we serve.
- ☐ ***Enthusiasm, Passion, and Humor***
And sharing it.
- ☐ ***Individuals and their unlimited potential***
We promote and support personal and professional growth.
- ☐ ***Inclusiveness and Collaboration***
We respect and support each other and embrace our differences in all our interactions.
- ☐ ***Excellence***
We strive for the best in all we do.
- ☐ ***Recognition***
That is just and equitable.
- ☐ ***Innovation***
Anything is possible in an open, responsible, risk-taking atmosphere that is committed to imaginative, progressive change and problem solving.
- ☐ ***Individual Accountability and Responsibility***
As individuals and team members, we accept ownership for all our actions.
- ☐ ***Leadership***
We strive for cohesiveness, cooperation, and progressive vision.
- ☐ ***Integrity***
Our words and actions demonstrate our values.

VISION OF OUR FUTURE

With these values as foundation, early in 1996 the leaders of the executive branch of City government – department heads, the Mayor and her immediate staff – drafted a *VISION* for the City that directly addresses the most critical issues facing Redmond today. The vision evolved into a three-part statement of the administration's desired future for the City:

***WE, THE CITY OF REDMOND EMPLOYEES,
ARE DEDICATED TO FULFILLING OUR VISION FOR REDMOND***

***TOGETHER WE CREATE
A COMMUNITY OF GOOD NEIGHBORS***

We envision a Redmond community:

- that fosters strong people-to-people connections,
- that seeks ethnic, age and economic diversity,
- where public and private gathering places are numerous and well-used,
- where modern communication tools promote understanding and feedback,
- that intentionally preserves its historical places, its rural areas and open spaces, and its wildlife,
- where there are many ways to get around,
- where people take responsibility for keeping themselves, each other, and the community safe, and
- where not only residents, but also corporations and commercial members of the community enthusiastically support these community values.

Vision of City Operations – to support this community, we see a City government where:

- the entire workforce dedicates its skills and energy to supporting a community of good neighbors,
- the shared values of the City of Redmond employees – embodied in the Values 2000 – characterize our decisions and actions,
- our management style and practices foster innovation,
- professional development is key to organizational success,
- we solve problems through internal partnerships,
- we continually examine and improve operating systems,
- we focus on the *important* as well as the urgent,
- we are fiscally responsible and fiscally healthy.

Vision of Growth – In order for Redmond’s rapid and steady growth to support and not detract from these community features, we envision:

- using growth to enrich the community and address community priorities,
- managing growth so infrastructure and municipal services keep pace with demand, and
- allowing growth only after assuring the organizational capability to support and serve a larger community.

Principles to Sustain a Healthy Community

As the vision began to take shape, the City Council joined the process, contributing a clear statement of principles to sustain the long-term health and well being of the community. These principles are an excellent complement to the vision of *Together We Create a Community of Good Neighbors*.

They call on City government to:

- enhance citizen engagement in City issues,
- enhance community functions and events,
- sustain the natural systems and beauty of the community,
- keep and promote a built environment which is on a human scale, compatible with the natural environment, and which sustains quality over time,
- sustain a safe community with a coherent, comprehensive, cohesive approach to safety,
- maintain economic vitality,
- sustain choice and variety in kinds of housing, appropriate to stages of life, and
- sustain the quality of Redmond neighborhoods.

Strategic Directions

The administration’s vision and the Council’s principles provide the basis for planning and strategizing. The “action” component, however, requires construction of pathways into the future that will assure the vision is realized in accordance with our principles.

A dedicated group of sixty City employees took on the task of turning the vision and principles into plans of action. These became known as “strategic directions” – a set of six commitments that together define City government’s intentions for keeping *Redmond a Community of Good Neighbors*:

- **Community-Oriented Government**

City government that is easily accessible and works in partnership with the community to identify community needs and shape responses. As a community oriented government, the City will join in celebrating the qualities of Redmond that make it a safe, friendly, interesting place to live, work and play.

- **Strong, Safe, Self-Sufficient Neighborhoods**

Recognizing that Redmond’s neighborhoods – residential and commercial, large and small – remain the foundation of our community, the City will provide support to neighborhoods to identify and address their needs, stay safe, and fulfill their expectations.

- **Preserving City Treasures**

City treasures include historic buildings and structures, the natural environment and wildlife, and rural, agricultural and open space lands. The City recognizes these are the irreplaceable elements of Redmond's identity, and strives to preserve them as the City changes and grows.

- **Strong People-to-People Connections**

The City's role in strengthening communication among Redmond citizens will include sponsorship and assistance with community-wide events, use of meeting places and activity spaces that are both public and private, and recognition that our increasing diversity makes Redmond a stronger community.

- **High-Quality Infrastructure**

The quality of municipal services relies heavily on the sufficiency and condition of the infrastructure – road, sidewalk and trail systems; water, sewer and stormwater systems; parks; public buildings. City government will keep the infrastructure in excellent condition, and protect citizens against the significant costs of deterioration and loss.

- **Optimal Service Delivery**

The City will use its available resources – people, information, tools, and places – in a responsible and fiscally sound manner, using innovation, empowerment, collaboration, and responsible risk-taking to provide its services most effectively and efficiently. The City will continuously identify and address service deficiencies, and measure, report, and act on results.